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Abstract

Customers play a vital role in the success of any organization. For most organizations they are the difference between success and failure. The profitability of some Kenyan banks remains inferior and lags behind other banks. The aim of the study was to establish the effect of customer relationship management on organizational performance among commercial banks in Eldoret town Kenya. The study adopted a descriptive survey research design. The population comprised all commercial banks in Eldoret town Uasin Gishu, County. This comprises all branch managers, customer service employees and marketing employees totaling to 1285 employees. The researcher used purposive sampling technique and simple random sampling to select the participants. The sample size of this research was calculated which came to 157 participants. The researcher used questionnaire as the main research instrument. The data collected was adopted and coded for completeness and accuracy of information at the end of every field data collection day and before storage. A statistical Package of Social Sciences (SPSS) version 24 was used to aid data analysis. Descriptive and inferential statistics were used to analyze data. The findings were presented in form of tables. The regression results in indicated that customer relationship management has a direct effect on the performance of an organization ($\beta=0.433$; $p<0.05$). In conclusion, the study established that organizations should be keep customer complaint logbooks, providing suggestion boxes and online services to customers. From the findings the study recommends that Organizations need to promote customer focus strategy in their organization, in order to successfully implement customer relationship practices. The results of the study will assist the employees in the bank to appreciate the importance of positive customer focus and learn the compelling reasons as to why they should at all times provide an exceptional focus to the customers.

1.0 Introduction

Customers play a vital role in the success of any organization. For most organizations, they are the difference between success and failure. Sakwa, (2014) indicated that most customers prefer to be charged higher rates for services should they be given faster services, as opposed to free and slower services. This requires an organization to concentrate on the customer. This ensures that the organization can respond better to customer needs, and create links between marketers and customers by understanding who they are and what they want (Alysa, 2015). Customer focus strategy has been linked to the achievement of the customer needs.

Globally, literature exists which tries to link customer focus on organizational performance. A study of over 860 corporate executives revealed that companies that have increased their investment in customer management over the past three years report higher customer referral rates and customer satisfaction (Strativity Group, 2009). This finding is also supported by research completed by software company Chordiant in 2012 into the customer focus and performance of large organizations across Europe. The research surveyed450 large organizations and the

results showed that performance in four key business areas (market share, retention, profitability, and customer satisfaction) was directly related to customer focus. In a study by Coltman (2014) found that customer focus has a positive impact on the performance of the banks in Australia. However, according to Coltman, Customer focused programs should be directed towards an adroit combination of capabilities that competitors may struggle to match (Coltman, 2014). In the UK, the government has fully accepted the findings of the Independent Commission on Banking (ICB), set up to investigate the possibility of permanently involving on customer centricity. Many banks have already begun the process of transforming their operating models by decentralizing operations, slashing costs and introducing more cost efficient processes and technologies to suit their customers (Mohsanet al., 2011).

In Asia-Pacific, authorities are developing a stricter regulatory approach and encouraging local banks to develop stronger standalone capabilities which are customer focused. With lower labor costs, the major focus for banks here is on process standardization and efficiency. In the US, banks are repositioning their products and routes to market to replace lost revenues. Central to this is moving more low-value transactions to self-service channels such as ATMs, online banking and mobile. More flexible and user-friendly treasury management systems are also being introduced to support a renewed focus on corporate in place of retail banking which supports their customers. Australia, meanwhile, has seen banks looking to customer-centric industries such as fast-moving consumer goods (FMCG), with beginning-to-end lines of responsibility(Geeet al., 2012; Mohsan et al., 2011). Staff must accept new skills, training, cultures and behaviors which are customer focused; otherwise it is the banks which will suffer.

Regionally, organizations utilize customer focus strategy in the current era of very intense competition, they are being forced to increase their concern on customer retention and loyalty though customer focus strategy (Dick and Basu, 2014). In Nigeria for example, Kerechi found that in practice, customer focus had a positive impact on the organization performance of MTN. In South Africa financial institutions are launching marketing campaign slogans such as reinventing the banking industry and deepening customer relationships by fully focusing on customers (Szczepańska & Gawron, 2011). The goal is to make customers feel that their needs are being looked after to become in a nutshell, more customer centric.

In Kenya however, concentration has been on total quality management practices in other institutions. Most of these studies at best do not connect customer focus with organizational performance. Total quality management practices have been applied to improve organizational performance of Higher Education Institutes (Chepkech, 2014), improvement of supply chain management practices and operational performance of SMEs in Kenya (Maina, 2011), integration of customer service practices and delivery channels in commercial banks (Oloko & Sakwa, 2014).It is essential that customer focus is related to the performance of the financial institutions and this research explores the possibility of bridging this study gap.

Statement of the Problem.

Despite all of the headlines about banking profitability, banks and financial institutions still are not making enough return on investment, or the return on equity, that shareholders require. The banking industry has also experienced a decline market share (Muiruri & Ngagi, 2014). For instance, the National bank of Kenya reported losses for the financial year 2014/2015, while Cooperative bank had reported a drop in their profits in 2014 resulting to restructuring. Further based on the annual CBK supervision report, 2016, the base of growth of commercial banks in Kenya has been on decline and as such, the growth in profitability has been on the decline. Ideally, banks must truly adopt customer-centric strategies to compete successfully in the future. Products, channels and indeed pricing must be informed by customers' needs, preferences and affordability. Technology provides banks with the opportunity to intimately understand their customers, enabling them to map their customers' journeys end to end. This will facilitate the identification of friction points for customers, allowing prompt action by banks to remove them and enhance the customers' experience (Sandeep, 2012).However, this is not the case in some commercial banks in Kenya. The performance of some commercial banks has been deteriorating day in day out and others have gone to the extent of being closed down. Some examples of these commercial banks are the Dubai bank, Imperial bank and chase bank which was placed under receivership in the year 2015 by the Central Bank of Kenya following financial liquidity (Kenya Bankers Association, 2017). It is therefore against this problem and gap that the study seeks to

investigate the effect of customer focus strategy on organizational performance among commercial banks in Eldoret town Kenya.

Objectives of the Study

The study sought to assess effect of customer relationship management on organizational performance among commercial banks in Eldoret town, Kenya.

Hypothesis

H_01: There is no significant relationship between customer relationship management on organizational performance among commercial banks in Eldoret town.

2.0 Literature Review

Theoretical review

Theory of Dissonance

Theory of dissonance was introduced by Feininger's in (1957) forms the basis for the theory of assimilation. The theory of dissonance states that the consumer makes a sort of cognitive comparison between the expectations regarding the product and the product's perceived performance. If there is a discrepancy between expectations and the product's perceived performance, the dissonance will not fail to appear.

According to Anderson, customers try to avoid dissonance by adjusting their perceptions of a certain product, in order to bring it closer to their expectations. In a similar way, the customers can reduce the tension resulted from the discrepancy between expectations and the product's performance, both by distorting the expectations so that they could be in agreement with the product's perceived performance, and by increasing the level of satisfaction through minimizing the relative importance of experimental disconfirmation(Olson and Dover, 1979).

The theory presumes the consumers are motivated enough to adjust both their expectations and their product performance perceptions. If the consumers adjust their expectations or product performance perceptions, dissatisfaction would not be a result of the post-usage process. Consumers can reduce the tension resulting from a discrepancy between expectations and product/service performance either by distorting expectations so that they coincide with perceived product performance or by raising the level of satisfaction by minimizing the relative importance of the disconfirmation experienced (Olson and Dover, 1979).

The theory is relevant to the study in that controlling the banks product performance can lead to a positive relationship between the customers' expectation and satisfaction. When banks focus on the satisfaction of customers, there will be consumption of the products and hence organizational performance.

Empirical Review

Customer relationship management and organizational performance

CRM is a combination of people, processes, and technology in order to understand and obtain customers for the company. It focuses on customer retention and builds up the relationship. To benefit fully from the implementation of CRM, companies must have efficient CRM programs to secure the loyalty of the customers (Chen & Popovich, 2013). Furthermore, proper relationships with customers need to be conducted by sophisticated management (Young, 2011). In order to compete with business rivals and keep pace with the competition in today's market, businesses need to have more than just a professionally designed Website; they need to engage and involve users with an encyclopedic system and strategies to support their companies (Sockel, 2004).

Reinartz et al. (2014) attempts to relate CRM activities that lead satisfaction to a different business performance measures. There are some other studies that show a relationship between the activity of customer satisfaction and business performance (Kamakura, de Rosa, & Mazzon, 2012). There is also some study that expresses the association between activities that lead to customer loyalty and commitment-profitability and retention (Reinartz& Kumar, 2010; Verhoef, 2013).

Reinartz et al., (2014) also tried to establish a link between CRM and organizational performance. They found CRM has three distinct customer relationship-related stages: initiation, maintenance, and termination. They found CRM has an impact on perceptual performance across the three stages. In the initiation and maintenance stages, some support was found for CRM's impact on Performance, but little support was found for CRM's impact on the termination stage.

Some researcher's stress that sales force efficiency and effectiveness will improve by applying the CRM processes (Jones, Sundaram, & Chin, 2012).Rigby et al., 2012 expressed that one potential CRM benefit that did not make the list includes improved employee motivation

Lošťáková,(2011) believed an organization can develop time of product modification for a customer

compared to competition and increase a number of newly introduced products compared to the competition. She also expressed CRM cause increase sales volume of individual customers and also sales revenue with individual customers. Customer satisfaction and loyalty is as consequences of CRM process too.

Kim, Suh & Wang(2013) also suggested a model that emphasizes CRM process can improve customer satisfaction, increase customer loyalty, reduce customer cost and increase customer revenue and profit for organizations. The length of interaction with customers will be increased and also the time of delivering services to customers will be decreased for organizations that apply CRM (Khirallah, 2014).

La Valle & Scheld (2014) expressed that CRM can decrease the marketing and sale cost. It can also decrease the customer loose rate and increase customer value.

Customer relationship management helps to improve customer perception about product and service. So it can lead the increment of revenue (Dutu &Halmajan, 2011). Chang (2007) emphasized that customer relationship management can impact on different measures of performance. He showed CRM can decrease the marketing and service cost. The revenue of the company also increases by cross /up selling. CRM process stress on customer segmentation based on customer needs and information. So the company can improve product /service quality.

Ullah & Al-Mudimigh, (2009) and O, Reilly, (2010) expressed if companies notice on CRM process, it can help them to increase their profit and also the shareholder revenue. Due to one of the important activities of CRM process is gathering data about current and potential customers and creating a database, so the employee has access to important information about customers and their needs and can improve their service based on their requirements so it can lead employee satisfaction.

Customer focus strategy

Organizational Performance

Customer relationship management
- Customer relations
- New services and areas of improvement
- Customer happiness and retention
- Customer information

→

Organizational performance
- Profits
- Market share
- Customer Satisfaction
- Employee development
- Expansion new branches

Independent Variable **Dependent Variable**

Figure 2.1 Conceptual framework

3.0 Methodology.

Research Design

Research design refers to logical structure of the inquiry. The study adopted a descriptive survey design which helped to gather data at a particular point in time with the intention of describing the nature of existing conditions and standards against which they are compared and determined (Saunders, Lewis, & Thornhill, 2007). Descriptive survey design was appropriate for the current study because it will provide the researcher with the desired information and understanding of the topic under study. This design is a suitable method for collecting information that will demonstrate relationships and describe the phenomena as it exists. Often, questionnaires are used and the data collected is standardized, easily understood and easy to compare. This method helps the researcher to gain a deeper understanding for the problems investigated through different sources of information, as well as to be able to describe a general picture of the reliability in which the problem is involved (Walliman, 2005). It is often characterized by the selection of random samples from large populations to obtain empirical knowledge of a contemporary nature (Saunders, Thornhill, & Lewis, 2009).

Target population

Target population refers to all the units of whatever nature that a researcher intends to study (Mugenda and Mugenda, 2003). The study was conducted at all commercial banks in Eldoret town Uasin-Gishu County , targeting the branch managers, customer care

employees and marketing employees. The aforementioned target is presumed to be the savviest with issues touching on customer focus and performance in their respective banks.

Table 3.1 Target Population

Target	Population
Branch Managers	31
Customer service employees	358
Marketing employees	896
Total	1284

Sample and Sampling Techniques

Sampling is a technique that provides a practical and efficient means to collect data since it serves as a sample of the population under study. According to Kothari (2004) sampling provides a valid alternative to a whole population because surveying an entire population may lead to budget constraints, time constraints and delay result analysis. Sample size is calculated to get a representative of the population. Simple random sampling was used to select the customer service and marketing employees while purposive sampling was used to select the branch managers from each bank.

According to Mugenda and Mugenda (2003), in a larger population where time and resources allow, a big sample should be taken. This enables findings to be a true representative of the whole population. The small samples do not reproduce salient characteristics of the accessible population to an acceptable degree. Calculating the sample size the study employed Mugenda and Mugenda (2003) which states that for a descriptive survey study a sample size of 10% is considered adequate. Therefore the study sample is shown in Table 3.2.

Table 3.2 Sample size

Target	Population	Sample size	Sampling process
Branch Managers	31	31	purposive sampling
Customer care employees	358	36	Simple random sampling
Marketing employees	896	90	Simple random sampling
Total	**1284**	**157**	

Instruments

The researcher used questionnaires as the main research instrument. Kothari (2008) defines a questionnaire as that consisting of a number of questions printed or typed in a definite order on a form or set of forms. The questionnaire is important for the study because respondents are provided with questions for each construct and a lot of information can be collected over a short period of time (Mugenda and Mugenda, 2003). It is also preferred because it is easy to administer and cost effective.

The questionnaire was designed for the branch managers, customer service employees and marketing employees. The questionnaire consisted of closed ended questions that allowed the researcher to obtain information from the respondents.

Data Collection Procedure

Data collection procedures refer to the process that the researcher undertakes in order to get the required information (Kothari, 2008). In simple terms it is the procedure that the researcher follows in undertaking field work.

The researcher sought a letter from the Jomo Kenyatta University of Agriculture and Technology (JKUAT). After this the researcher obtained a permit from the National Commission for Science, Technology and Innovation (NACOSTI). Once the permit was approved, the researcher visited the banks and sought for permission from the relevant authority and booked dates to administer the questionnaires.

The researcher left the questionnaires with the respondents to allow them fill at their own time. After a week or an agreed period the researcher returned to the banks to collect the questionnaires.

Pilot Test

Pilot study refers to a small-scale preliminary study conducted in order to evaluate the time, cost, adverse events and effect size in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full scale research

project. It enables testing of the feasibility, equipment and methods (Sreevidya and Sunitha, 2011). Pilot test was conducted at National Bank Eldoret branch.

Validity

According to Babbie and Mouton, (2008), validity refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied. In order to ascertain content validity, the questionnaires were presented to the supervisors at the University for Scrutiny and advice. The questionnaire used in this study was given to the independent experts in consultation with a statistician to evaluate it for content validity as well as for conceptual clarity and investigative bias. The contents and impressions of the instruments were improved based on the supervisor's advice and comments. The questionnaire was constructed in a way that they relate to each question. That ensured that content for all research questions were covered.

Reliability

Reliability is a measure of the degree to which a research instrument yields the same results or data after repeated trials (Best & Kahn 2001). Measurement of the reliability of the instruments was done by the use of Cronbach's Alpha (α) coefficient. The scores from data were collected and subjected to Cronbach's reliability coefficient formula to compute reliability coefficient. Excellent reliability according to Rousson, Gasser & Seifer, (2002) is above 0.7.

Data Processing and Analysis

The data collected was adopted and coded for completeness and accuracy of information at the end of every field data collection day and before storage. A statistical Package of Social Sciences (SPSS) version 24 was used to aid data analysis. Descriptive and inferential statistics were used to analyze data. Descriptive statistics included measures of central tendency that is mean, frequencies and percentages. The inferential statistics involved multiple regression analysis. Regression analysis involves finding best line of fit so as to explain how the variation in the outcome (variable Y) depends on the variation of an independent variable (X). The hypotheses were tested at a significance level of 0.05 and was seeking to establish the coefficient value of the predictor values to establish the extent to which each one of them influences the dependent variable. This relationship is described in the following model.

The regression model is:

$Y = b_0 + b_1X_1 + e$

Where:

Y = Organizational Performance

X = independent variables- Customer focus Strategy

X_1= Customer relationship Management

b_0 = the unknown parameters; this may be a scalar or a vector.

e = Error term

4.0 Research Findings and Discussion

Response Rate.

There was 83.4% turnout of the population in the study. From the number targeted of 157 respondents. The researcher was able to collect back 131 of the questionnaires administered. The researcher managed to collect all the 31 questionnaires from the branch managers, 25 questionnaires from the customer service employees and 75 questionnaires from the marketing employees. This was therefore acceptable as according to Mugenda and Mugenda (2013), a response rate of 70% and above is adequate (Mugenda and Mugenda, 2013) and therefore a response rate for this study was acceptable for data analysis. Table 4.1 shows the response rate.

Table 4.1 Response rate.

Category	Administered	Returned	Percentage (%)
Managers	31	31	100
Customer service employees	36	25	69.4
Marketing employees	90	75	83.3

Demographic Characteristics of the respondents.

Among the demographic information sought for the study were the gender of the respondents, the age bracket and the highest level of education of the respondents. The variables were considered to have an influence in one way or another on customer focus strategy on organizational performance among commercial banks in Eldoret town.

Gender of the respondents.

Table 4.2 Gender of the Respondents.

Gender	Frequency	Percent (%)

Male	64	48.9
Female	67	51.1
Total	131	100.0

The study established that majority of the respondents were female 51.1% whereas the male were 48.9% this implies that banks observe the gender rule of employment.

Age bracket of the Respondents.

The study assessed the age bracket of the respondents, the findings were presented in table 4.3.

Table 4.3 Age of the Respondents.

Age	Frequency	Percent (%)
Less than 31 years	63	48.1
31-35 years	34	26.0
36-40 years	18	13.7
41-45 years	8	6.1
46 years and above	8	6.1
Total	131	100.0

The study revealed that majority of the respondents 48.1% (63) were less than 31 years, 26% (34) were 31-35 years, 13.7% (18) were between 36-40 years, 6.1% (8) were between 41-45 years and another 6.1% (8) were 46 years and above. This implied that the employees in the banks were young and vibrant to handle their duties well.

Highest level of education.

The study assessed the level of education of the respondents and the findings are presented in figure 4.1.

Table 4.4 Level of Education of the Respondents.

Level of education	Frequency	Percent (%)
Diploma	15	11.5
Degree	87	66.4
Masters	28	21.4
Doctorate	1	0.8
Total	131	100.0

The study revealed that majority of the respondents 66.4% had degree level of education, 21.4% were at their masters' level of education, 11.5% had diploma level of education and 0.8% had doctorate level of education. This meant that the respondents under the study were learned enough to give reliable information on the research objectives.

The Effect of Customer Relationship Management on Organizational Performance.

The third objective was to assess the effect of customer relationship management on organizational performance among commercial banks in Eldoret town Kenya. The results were rated between a scale of 1 to 5, the findings are presented in Table 4.6.

Table 4.6 Customer Relationship Management

		5	4	3	2	1	Mean Statistic	Skewness Std error (.212)	Kurtosis std error (.420)
The bank management ensures that there is a good relationship between the	Freq %	89 68	35 27	2 1.5	5 4	0 0	4.5878	-2.075	4.606

employees and the customers									
The bank gives room for new services and areas for improvement	Freq %	71 54	55 42	2 1.5	1 0.8	2 1.5	4.4656	-2.115	7.461
Bank management ensures that there is customer happiness and retention.	Freq %	81 62	39 30	8 6	2 1.5	1 0.8	4.5038	-1.805	4.072
The bank has information for each of their customers.	Freq %	78 60	38 29	9 7	4 3	2 1.5	4.4198	-1.793	3.424
Every employee is aware and are involved in customer relationship management	Freq %	75 57	47 36	3 2	2 1.5	4 3	4.4275	-2.242	6.041

Table 4.6 indicates that customer relationship management was highly rated in the banks under the study. It was established that the bank gives room for new services and areas for improvement (mean= 4.4656, SD=0.71573).

The results on the fact that the bank management ensures that there is a good relationship between the employees and the customers found high rating of (mean = 4.5878, SD=0.71112). More findings indicated that bank management ensures that there is customer happiness and retention (mean=4.5038, SD=0.74806).

On the fact that the bank has information for each of their customers, the study showed a high rating of mean= 4.4198, SD=0.86784), moreover, it was established that every employee is aware and are involved in customer relationship management at a mean of 4.4275 and SD= 0.86851.

The findings implied that indeed the organizations under the study were keen on their customer relationship management; the rating was between 4.41to 4.45 which was high. Customer relationship management is noted to link the organization with the customer needs, thus better results are achieved.

The ANOVA (Analysis of Variance) table indicated a significant relationship between customer relationship management and the organizational performance ($F= 5.765$, $p = 0.000$). This was interpreted to mean that customer relationship management had a significant effect on organizational performance. This implied that the performance of organizations was attributed by customer relationship management within the organizations and therefore there is need to embrace it every time to achieve positive performance.

The findings were in agreement with those of Cronin and Taylor (2001) who studied the causative relationships amongst CRM service quality, customer retention and buying intent. Every variable was measured by an element. There were 659 operational questionnaires randomly collected from customers of four types of businesses in the southeastern United States: banking, pest control, dry cleaning, and fast food. The findings of correlation examination recommended that service quality was precursor of consumer retention; service quality had less influence on buying intents than did consumer satisfaction and consumer satisfaction had a substantial influence on purchase intentions. All these were reported to be significant towards customer retention and organization performance.

The findings are also true according to Ata and Toker (2012), they noted that firms that have adopted CRM as a corporate strategy are expected to grow at a faster pace than those firms of the same industry who have not adopted CRM.

Molapo and Mukwada (2011) ascertained that firms are all out to foil attempts by customers to switch retailers and indirectly retain them. In addition, Erdis (2009) established that firms direct their marketing efforts to please their current customers in order to retain them and foster long-term relationships with them through customer focused leadership. Customers will frequently patronize firms which meet their needs and hence, an enduring relationship will be fostered (Fill, 2015).

Regression Model

The study sought to determine the relationship between the independent and dependent variables. The findings are represented in Table 4.7

Table 4.7 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646[a]	.417	.399	1.82095

a. Predictors: (Constant), CRM,

The model summary indicated that about 42% of the regression model could be accounted for in the study.

As shown from the Table 4.7, $F= 22.56$, $p<0.000$

The F test provides an overall test of significance of the fitted regression model. The F value of 22.56 indicates that all the variables in the equation are important hence the overall regression is significant.

Table 4.8 Anova for Regression Analysis

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	299.274	4	74.819	22.564	.000[b]
	Residual	417.798	126	3.316		
	Total	717.072	130			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), CRM

The ANOVA Table 4.8 for the regression indicated that the results computed using the regression model were significant meaning that the regression model had been computed well and not by chance.

Table 4.9 Regression Model

		Coefficients[a]				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.594	1.291		5.881	.000
	CRM	.426	.099	.433	4.296	.000

a. Dependent Variable: Organizational performance

Level of Significance < 0.05 **N= 131**

Organizational performance = 7.59+ 0.433 (CRM) + 1.291 (Error Margin)

Hypothesis Testing using the Multiple Regression Model

From the regression model computed in Table 4.12, the research hypotheses was tested using the significance level of the coefficients. The research aimed to test the hypotheses with an aim of supporting or rejecting the relationship between customer focus strategy and the organizational performance. The research hypothesis for the study included;

H_{01}: There is no significant relationship between customer relationship management and organizational performance.

The regression results in Table 4.9 indicate that customer relationship management has a direct effect on organizational performance with a beta coefficient of 0.433 and significance level of p=0.000. The study rejected the hypothesis. The results indicate that customer relationship management gives an organization the strength to enhance its performance. This is attributed to the fact that customer relationship management increases the relationship between the customer and the organization hence organizational performance.

The hypothesis was supported by Reinartz et al., (2014) who attempts to relate CRM activities that lead satisfaction to a different business performance measures. They found out that CRM is key to any organizational development. It also corroborated with Lošťáková, (2011) who believed that an organization can develop time of product modification for a customer compared to competition and increase a number of newly introduced products compared to the competition. She also expressed that, CRM cause increase sales volume of individual customers and also sales revenue with individual customers. Customer satisfaction and loyalty is as a consequences of CRM process.

5.0 Summary, Conclusions and Recommendations.

Summary of Findings

The study established that there were more female than male employees in the organizations under the study this implies that, these organizations observes the three quota gender rule. It was also found that majority of the respondents were below 31 years of age this implies that the employees were young and vibrant to carry out their duties in the bank. On the level of education, the findings showed that majority of the respondents were at their degree level of education implying that the employees were educated enough to give reliable information on the research objectives.

On Customer relationship management, the study indicated that customer relationship management was highly rated in commercial banks under study. It was established that the bank gives room for new services and areas of improvement. The findings from the study indicated that customer focused leadership influenced organizational performance. The results showed that the management has given the customers' authority to air their views on their expectations on the bank, this was rated the highest.

Conclusion

In conclusion, the study established that organizations were keen on handling customer complaints in order to achieve their objectives, by keeping customer complaint logbooks, providing suggestion boxes and online services for customers. Referring customers with complaints to the branch manager also gives them confidence with the organization hence retention.

On customer relationship management, the study established that the organizations ensured that there was good relationship between their employees and the customers. They also made sure that the happiness of the customers was not compromised hence utmost performance. On customer focused

leadership, the results concluded that indeed customer focus through clear communication focus was emphasized. It was also discovered that the organizations took most of their time advising their customers on the right products and services thus organizational performance. Therefore customer focus has been realized that the ultimate measure of an organization's performance is customer satisfaction which may very well predict the future success or failure of an organization.

Theoretical Conclusions

The theory of dissonance states that the consumer makes a sort of cognitive comparison between the expectations regarding the product and the product's perceived performance. If there is a discrepancy between expectations and the product's perceived performance, the dissonance will not fail to appear. In relation to the study findings, this theory has been confirmed relevant, through handling customer complaints, market research, CRM and customer focused leadership, it has been noted that customers focus on where their expectations are met. Through handling customer complaints the customers were in a position to keep track and come back to the same organization, they were also observed to focus on where their needs are well catered for. Organizations which did market research for their customers did not fail to achieve utmost performance.

Recommendations

From the findings and conclusions, the study made the following recommendations;

Managerial Recommendations

Organizations needs to handle customer complaints well and in circumstances where a complaints are beyond the employee's capability, the customer should be referred to the branch manager for further assistance and clarity this boosts their confidence towards a particular bank.

Organizations have to conduct market research to understand the kind of products and services in the market and the different customer needs and wants that change from time to time in order to make products which suits them. This enhances customer satisfaction and eventually loyalty.

Employees in organizations must always be concerned of their customers and should at all times thrive to explicit good relationship with the customers.

Every organization should have focused team leaders who are able to bring guidance and direction to the organization. These team leaders should be able to provide clear direction to the customers on the appropriate products available to them.

Practical recommendations

Organizations should put in place training programs on their employees on how to handle and manage their customers in order to achieve their objectives.

Organizations should maximize on their strengths and improve on their weaknesses in order to gain competitive advantage.

Policy Recommendations

The government should in collaboration with the banking sector should postulate proper policies which can be strictly adhered to and management of customer services. This will enable them have clear monitoring and evaluation of customers services to achieve quality services.

Recommendation for further Studies

This study sought to assess the effect of customer focus strategy on organizational performance among commercial banks in Eldoret town, Kenya. The study was concentrated among commercial banks which operate within Eldoret town and thus further studies need to be conducted on other commercial banks that are outside Eldoret for evaluation of results. Similar studies may also be conducted on other industries so as to add on the pool of research that is focused on customer focus strategy.

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